

**Committee for Geelong  
Annual Report**

**2021 - 22**

**Celebrating 20 years**



# Committee for Geelong's Vision: Geelong as a thriving, inclusive and world-class place to live, work and prosper.

## Geelong as a city-region which:

- Is vibrant and innovative
- Participates on the world stage
- Has a strong sense of 'place'
- Promotes the high value of its people and its natural environment
- Is considered a compelling choice that values both economic and social prosperity

## Acknowledgement of Country

The Committee for Geelong acknowledges the Wadawurrung People as the Traditional Owners of the lands, waters, seas and skies on which we operate. We pay our respects to their Elders past, present and emerging. We acknowledge Aboriginal and Torres Strait Islander people as Australia's First Nations people.

The Uluru Statement from the Heart urges the Federal Government to establish an Indigenous Voice, negotiate a treaty with the Traditional Owners of Australia, and facilitate a truth-telling process to record past injustices enacted against Indigenous people. In Victoria, the Treaty process is underway; on 23 June 2022, a landmark Treaty Authority Bill was passed in the lower house of the Victorian Parliament. Led by First Nations People and grounded in First Peoples' culture and law, the bill allows for an independent Treaty Authority to oversee Treaty negotiations and help resolve disputes.



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# Chair Report

**The financial year has ended with the election of a new Federal Government, and we extend our congratulations to our local members and the Australian Labor Party.**

During the past year, I sat in meetings with representatives from each political party where we advocated for key projects for Geelong and the South West region. It is a complex process to aggregate ideas and present priorities to politicians who need to weigh up the competing issues of good government, electability, and community need.

Since the election, I have attended a meeting to discuss how Geelong can access funds through the \$15 billion National Re-Construction Fund. This is a great start to the term of new government and shows their commitment to invest in the regions by having local business bring viable projects forward and continuing investment like that provided by the previous Government under the City Deal initiative.

The celebration of the 20th Anniversary of the Committee for Geelong was an opportunity to reflect on the past but also launch a key piece of work looking at "Future Geelong". This work will help inform the Committee for Geelong as it develops a new strategic plan that will have a focus on economic development to underpin social prosperity.

The Committee for Geelong welcomes the support of the Victorian Government for the Leaders for Geelong program that continues to provide learning and development for emerging leaders. Key to our long-term success, will be leveraging the Leaders' program alumni.



**I take this opportunity to welcome our newest board directors:**

**Ann O'Loughlin (Director, Coulter Legal); Rebecca Bartel (Senior Commercial & Strategic Partnerships – Government & Industry, Deakin University); and Richard Hill (Director, GHD Pty. Ltd).**

**I thank the Committee for Geelong board for their invaluable contributions in bettering the organisation.**

Looking ahead, I am excited for the Committee for Geelong rebranding for NAIDOC Week 2022, to the Committee for Djilang – a nod to our vision for local ownership of our unique identity, which must fundamentally include the region's First Peoples, the Wadawurrung Traditional Owners; the delivery of a Djilang Advertiser masthead for NAIDOC week 2022 is a fitting start to the next financial year.

**Clive Pugh**  
Chair  
Committee for Geelong

# CEO Report

**The past 12 months have been significantly challenged by ongoing uncertainty through the pandemic and also in terms of global tensions in Asia and Europe. However, the Geelong region has continued to grow and be a place of choice to live, work and invest.**

This included the exciting news that Victoria would host the 2026 Commonwealth Games, with Geelong being a key host city. This announcement heralds a wonderful opportunity for the region to work with the State Government and leverage vital legacy infrastructure for the region, and showcase our city to the Commonwealth.

During 2021-22, we were able to celebrate the Committee for Geelong's 20th Anniversary. This included the commissioning and the unveiling of the *Future Geelong* video and publishing the *FUTURE GEELONG* Magazine in collaboration with the Geelong Advertiser. These two assets have been highly regarded and used and referenced by members and stakeholders.

**We were key drivers in the development and launch of the region's first Creative Industries Strategy in late 2020, and the greatly anticipated launch of the Brand Geelong campaign in June 2022.**

A recommendation from the Committee for Geelong's *Winning from Second* report in 2016, the rebrand of Geelong and the *Greater Geelong, Greater Australian Stories* campaign is a story we can all share and own, because it's about all of us. As a member of the Project Control Group for both projects, it was a testament to the collaboration between key organisations in the region to deliver these initiatives in partnership with government funding bodies (see page 10 of this report to find out more).

As Chair and Secretariat of the Gateway Cities Alliance we have had significant engagement with Federal Ministers regarding our priorities in the lead up to the March Federal Budget and Federal election in May.

During the year, we have continued to engage members with regular exclusive member briefings, which have continued to be well attended and importantly, providing a channel for members to help inform our work.



**I would like to thank all of our members, the Strategy and Policy Committee, and Board Directors for their input in achieving important outcomes for the Committee for Geelong and for the region.**

Lastly, I give thanks to the Committee for Geelong team for their tremendous efforts in doing the behind the scenes work so that I can take the lead and advocate to design Geelong's best future.

**Jennifer Cromarty**  
Chief Executive Officer  
Committee for Geelong

# Celebrating 20 Years

**On 7 December 2021, after some initial challenges related to COVID restrictions, the Committee for Geelong was finally able to gather to celebrate its 20th Anniversary.**

Held at GMHBA Stadium, many of the Committee's founding Board and Committee members, Local, State and Federal Government representatives, and valued member organisations were in attendance to celebrate the Committee for Geelong's people, progress and priorities over 20 years.

Committee for Geelong Chair, Clive Pugh, hosted the event and during his speech, reflected on the region's resilience, resourcefulness and incredible growth. He also addressed the need for Geelong to re-brand itself as the enviable region to live, work and play. Clive held a Q&A session with Dr Jim Cousins AO, one of the founders of the Committee for Geelong; a man of vision and foresight, who along with many other strong leaders in the community, helped build the Geelong of today.



Ms Janet Dore, Keynote Speaker

The audience heard an impassioned, provocative speech by Keynote Speaker, Ms Janet Dore. Ms Dore carved out an illustrious career as a regional executive, most notably as Chief Executive Officer of the Transport Accident Commission, she was also a former Deputy Chair of the Committee for Geelong and Chair of the Committee for Ballarat.

Ms Dore spoke on the need to 'reframe the agenda, understand the context and aggressively pursue sound positions based on policy and research'. As society meets the challenges post-pandemic, with a focus on, she said, 'not just doing necessary things but doing them differently, and better, for a fair, free and inclusive society'. Ms Dore offered a way forward for the Committee via the three C's: COVID, Climate and Capitalism, and the opportunities for restructure and reinvention.

During the event, Clive Pugh announced the Inaugural Frank Costa Leadership Award winner, Frances Diver, CEO of Barwon Health, for 2021. Additionally, the event proceedings included the award recognitions of 20, 15 and 10-year member organisations.

**The Committee for Geelong Annual Leadership Award has been renamed in Frank Costa's honour and the Committee's Board were pleased to bestow this honour on Frances Diver (Barwon Health CEO).**

Launched at the event was the Committee's *Future Geelong* video, which traces the incredible growth of Geelong, from the CBD skyline, to transport infrastructure growth, and reflects the most important asset in the Geelong region: the clever and creative people. Prior to the event, the Committee for Geelong's *FUTURE GEELONG* magazine, produced in partnership with the Geelong Advertiser, was published, and is available to view online on the Committee for Geelong's website.

The Committee is incredibly grateful for the support of event sponsor and Corporate Plus Member, Ports Victoria.



Peter Mannion, Elaine Carbines AM, Bernadette Uzelac, Christine Couzens MP



Clive Pugh, Dan Simmonds, Dr Jim Cousins, and Michael Betts

The event could not have been designed without the input of the 20th Anniversary Steering Committee members, to which the Committee for Geelong is ever grateful for their advice and historical insight:

Clive Pugh, Jennifer Cromarty, Peter Dorling (inaugural CEO of the Committee for Geelong), Dan Simmonds (former Chair of Committee for Geelong), Bernadette Uzelac (inaugural Board member of the Committee for Geelong), Michael Betts (former Chair of the Committee for Geelong), Julie Hunter and Deborah Nash.

A special thanks to Caroline O'Keefe, former Committee for Geelong Events and Marketing Administrator, for her excellent work to manage the Steering Committee and the event itself.

## Committee for Geelong 20-Year Members

- Alcoa of Australia Limited
- Avalon Airport Australia Pty Ltd
- Barwon Health
- Barwon Water
- Bendigo & Adelaide Bank Ltd (formerly Bendigo Bank)
- Costa Property Group
- Deakin University
- Geelong Football Club Limited
- Geelong Grammar School
- GeelongPort
- Gforce Employment Solutions
- GMHBA Ltd
- Harwood Andrews
- St John of God Health Care
- Surf Coast Shire
- The Gordon TAFE
- Tourism Greater Geelong and the Bellarine (Formerly Geelong Otway Tourism)
- Viva Energy Australia (Formerly known as Shell Australia)
- West Carr & Harvey

## Committee for Geelong 15-Year Members

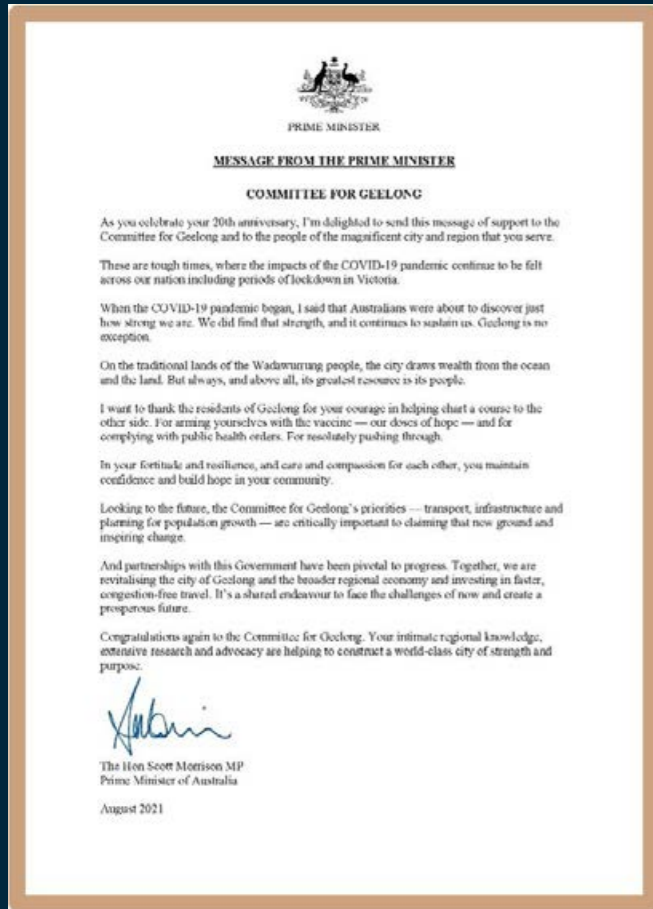
- AMDA Foundation Limited
- Fagg's Geelong Pty Ltd
- Geelong Broadcasters Pty Ltd
- Victoria Police
- Davinski Nominees Pty Ltd
- Geelong Arts Centre
- Techne Development Pty Ltd
- Ports Victoria
- Geelong Gallery
- Westpac Banking Corporation
- genU
- Transport Accident Commission

## Committee for Geelong 10-Year Members

- Western Victoria Primary Health Network
- LBDG Developer Pty Ltd, formerly Lovely Banks
- Geelong Motors Pty Ltd T/A Mercedes-Benz Geelong
- Direct Recruitment Pty Ltd
- Cotton On Group
- Spiire Australia
- Executive Travel Management
- Coulter Roache
- Villawood Properties
- Tract Consultants Pty Ltd
- Truffleduck Pty Ltd
- CSIRO
- Novotel Geelong



# Celebrating 20 Years



**MESSAGE FROM THE PRIME MINISTER**

**COMMITTEE FOR GEELONG**

As you celebrate your 20th anniversary, I'm delighted to send this message of support to the Committee for Geelong and to the people of the magnificent city and region that you serve.

These are tough times, where the impacts of the COVID-19 pandemic continue to be felt across our nation including periods of lockdown in Victoria.

When the COVID-19 pandemic began, I said that Australians were about to discover just how strong we are. We did find that strength, and it continues to sustain us. Geelong is no exception.

On the traditional lands of the Wadawurrung people, the city draws wealth from the ocean and the land. But always, and above all, its greatest resource is its people.

I want to thank the residents of Geelong for your courage in helping chart a course to the other side. For arming yourselves with the vaccine — our doses of hope — and for complying with public health orders. For steadfastly pushing through.

In your fortitude and resilience, and care and compassion for each other, you maintain confidence and build hope in your community.

Looking to the future, the Committee for Geelong's priorities — transport, infrastructure and planning for population growth — are critically important to claiming that new ground and inspiring change.

And partnerships with this Government have been pivotal to progress. Together, we are revitalising the city of Geelong and the broader regional economy and investing in faster, congestion-free travel. It's a shared endeavour to face the challenges of now and create a prosperous future.

Congratulations again to the Committee for Geelong. Your intimate regional knowledge, extensive research and advocacy are helping to construct a world-class city of strength and purpose.

*Scott Morrison*

The Hon Scott Morrison MP  
Prime Minister of Australia  
August 2021



**MESSAGE FROM THE PREMIER**

Congratulations to the Committee for Geelong on your 20th Anniversary.

Your leadership and support of the Geelong community over the past twenty years, but in particular over the course of the pandemic, is valued by all Victorians.

Geelong's voice has been strengthened by the work you do every day to advocate for your community and its citizens.

Thank you to your board, members, staff and volunteers for everything you do to make Geelong the great city it is today.

*Dan Andrews*

Dan Andrews



# In the News

## Giving an important voice to Djilang

**JENNIFER CROMARTY**

WITH a federal election looming, the Committee for Geelong has been meeting with a range of federal ministers and shadow ministers during the past months to discuss priorities of importance to Geelong.

As part of our advocacy for local economic and social infrastructure, we have been deeply engaged with the Wadawurrung Traditional Owners, Aboriginal Corporation and supporting their voice to government.

Wadawurrung women and men, including cultural education, Corinna Exels, along with WTOAC chief executive Paul Davis, attended multiple meetings with federal MPs with the Committee for Geelong.

What was made clear is that the voice and cultural knowledge of the Wadawurrung in our city-region is not only essential but a key part of our identity. In several meetings, we discussed the need for support of the Yoo Yung Masterplan.

The Yoo Yung Precinct includes the distinctive granite peaks of "Wand Yung" and "Sevenly" and is located on Wadawurrung Country. We heard from Ms Exels during our meetings about the significant natural and cultural values of the area where the told stories that

advocate for the need for change and encouraged us to lead by example in our community to make sure our support for this change is heard by local MPs.

In a June 2020 article in the Geelong Advertiser, I wrote "Australia is the only commonwealth nation that does not have a treaty for treaties" with its Indigenous people and is now potentially delaying progress to change our Constitution and give Indigenous Australians a voice to parliament. There is no doubt that this process is vital for our country and our future.

If you haven't read the Ulluru Statement from the Heart, please do so. Part of the statement says: "We seek constitutional reform to empower our people and take a rightful place in our own country."

"When we have power over our destiny our children will flourish. They will walk in two worlds and be proud of both. We will be a gift to the world."

The Committee for Geelong stands ready with Wadawurrung to continue calling for constitutional recognition and ask for our community to do the same. And in the meantime, perhaps we should be known as the Committee for Djilang.

Jessie Coates is the executive of the Committee for Geelong.

## Push for trackless tram

**O4 NEWS**

By 2041, under a two-year trial being pushed by Ulluru and the Committee for Geelong, the trackless tram that will be the first of its kind in Australia, will be in operation in Geelong.

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## A CBD to call home

**NEWS 09**

Push to turn offices into housing, shared work spaces

OLIVIA SHYING

GEELONG'S office sector is set to be transformed into a mix of housing, shared work spaces and affordable accommodation, according to a new report from the Geelong Advertiser.

The report, titled 'A CBD to call home', was released by the Geelong Advertiser and the Committee for Geelong.

The report calls for the conversion of office buildings into housing and shared work spaces, as well as the development of new housing and shared work spaces.

## Future leaders celebrate

**18 PEOPLE**

SEE US AT SOCIAL SCENE EACH SATURDAY

Future leaders celebrate

A group of young people from Geelong celebrated their achievements at a recent event.

## Urgency on emissions

**JESSICA COATES**

A GEELONG advocacy group has called for a clear policy direction from the federal government to meet its 2030 carbon emissions reduction target and invest in cleaner energy solutions.

The network, representing 20 communities, including Geelong, argued that inaction on Australia's part could hurt the country economically and damage exports.

"Supporting regions dependent on traditional high-emission industries to transition to cleaner forms of energy production will be essential, while creating new job and export opportunities," the statement read.

Fourteen of our largest 20 trading partners, covering 83 per cent of our exports, have signed up to net-zero emissions by mid-century.

Prime Minister Scott Morrison announced Australia's net zero by 2050 plan at Glasgow's recent climate summit, but offered no increase on the 2030 emissions target, set at 26-28 per cent.

Committee for Geelong chief executive Jennifer Cromarty said the organisation had been encouraged by a raft of state and federal initiatives, and now was the time to act.

"Having a clear policy direction from the federal government is vital, but there is much we can do as a community to take action at a time when urgency is key," Ms Cromarty said.

"We are encouraged by a range of federal government announcements, including the Future Fuels and Vehicles Strategy and the Victorian Government's Climate Change Strategy, which includes a target to reduce emissions from 2005 levels by 45-50 per cent by 2030."

Ms Cromarty said investing in technology such as renewable energy, developing better public transport and sustainable housing could deliver jobs for the economy and a better outcome for the environment.

It comes after a joint statement released by Foreign Minister Marise Payne and the Minister for Industry, Energy and Emissions Reduction Angus Taylor, who acknowledged Australia's 2030 emissions target was "flexed" and the government was "committed to meeting and beating it, as we did with our Kyoto-era targets."

"Our emissions are now more than 20 per cent below 2005 levels and have fallen faster than many similar developed countries — and faster than the OECD average," it read.

## Twentieth birthday bash

**30 PEOPLE**

SEE US AT SOCIAL SCENE EACH SATURDAY

Twentieth birthday bash

A group of young people celebrated their 20th birthdays at a recent event.

## Games boost for region

**NEWS 03**

Housing, sports facilities needed for big event

OLIVIA SHYING

THE race is on to deliver key Geelong infrastructure projects before the mooted 2026 Commonwealth Games.

Committee for Geelong chief executive Jennifer Cromarty said projects including the Avalon Airport train line and the Geelong Convention Centre should be finalised ahead of the planned Games.

Geelong is expected to feature heavily in the 2026 Games if Victoria is successful in its exclusive bid to host the event across regional Victoria.

Premier Daniel Andrews announced on Wednesday that his government had signed a heads of agreement with the Commonwealth Games Federation and Commonwealth Games Australia to bring the event to Victoria.

Ms Cromarty said Geelong had excellent existing infrastructure to support the bid.

"With only four years before the potential event, there is a big challenge to build new infrastructure as may be required," she said.

"However, there are several key infrastructure projects in progress, in early planning stages or proposed that should be considered and expedited for consideration as part of this bid."

Key projects identified include:

- UPGRADES** to Kardinya Aquatic Centre, sporting ovals and netball courts;
- PURSING** existing business cases and proposals for an elite beach and netball facility;
- OPENING** the Geelong Convention Centre before the start of the Games;
- PUBLIC** transport upgrades including the new rail station at Avalon Airport; and
- FINALISING** the Geelong train station masterplan.

Ms Cromarty said the Games would also present an opportunity to fast-track residential housing developments in the city.

G2 chief executive Giulia Baggio said: "Not a dollar spent on the Commonwealth Games will be wasted."

"The G2 region needs enormous investment in infrastructure to keep pace with the incredible growth we are experiencing," Ms Baggio said.

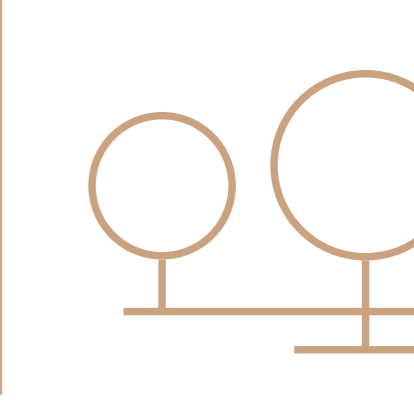
"Housing, initially for athletes, sporting facilities, improved transport networks are all urgently needed and the Commonwealth Games would provide the impetus to quickly get on with this work."

"An athletes' village or villas would provide a brilliant opportunity to build affordable and key worker housing in central Geelong and around the region."

"We currently have a severe housing shortage, which is one of our biggest economic and social challenges."

"An athletes' village could be converted to meet Geelong's ambition to have 12,000 more residents living in the CBD."

Western Victorian MP Bev McArthur said: "Geelong will need a thoroughly considered plan to make sure it gets the facilities it needs if the Melbourne bid for the Commonwealth Games is successful."



# Strategic Framework

## Report on actions and outcomes 2021-22

Committee for Geelong strategic objectives are:

- Stimulate economic and social prosperity
- Drive creativity, capability, and liveability
- Deliver collective voice and leadership

The 2019-2022 Strategic Framework itself has a core focus area on Geelong in 2047.

**The five action areas of the Strategic Framework, and specific initiatives the Committee for Geelong has pursued during the 2021-22 financial year, are listed below:**

### Core Action Area: Geelong 2047

- Significant engagement with Federal Government Ministers as both the Chair of the Gateway Cities Alliance, and independently as the Committee for Geelong, regarding the Committee's priorities in the lead up to the Federal May Budget and Federal election.
- Researched and completed multiple submissions to government, including engagements regarding the Central Geelong Framework Plan.
- Strongly advocated for the Geelong Convention & Exhibition Centre progression and for it to be delivered to a high-quality level. Increased funding announced late December 2021.

### Action Area 1: Creative and Dynamic Geelong

- Launch of the region's first Creative Industries Strategy in November 2021, with Committee for Geelong as Chair of Project Control Group. Taskforce formed in May 2022, to oversee five-year implementation strategy.
- Core Member of Project Control Group for Brand Geelong project - launched in early June 2022.
- Celebrated the 20th Anniversary of the Committee for Geelong, including the commissioning and launch of the *Future Geelong* video.
- Published a glossy magazine titled FUTURE GEELONG, with the Geelong Advertiser in November 2021.

### Action Area 2: The Future of Work

- Funding for Leaders for Geelong secured in 2021-22 Victorian Budget.
- Appointment to the Federal Government's Barwon Jobs & Skills Taskforce.
- Appointment to the Victorian Skills Authority: Barwon Regional Skills Taskforce.



### Action Area 3: Sustainable, Accessible & Connected Transport Options

- Funding and development of the region's first Integrated Transport Strategy - a key project that Committee for Geelong advocated for during the 2019-2020 financial year. Committee for Geelong is a member of the Project Control Group overseeing the development of this strategy.

### Action Area 4: Including Everyone

- Helping address gender equity through deepening engagement with the Sexual Assault and Family Violence Centre through a collaboration for the Committee for Geelong International Women's Day breakfast event (read more on Page 17 of this report).
- Building on the relationship with Wadawurrung Traditional Owners Aboriginal Corporation, with prominent placement for recognition of Traditional Owner history in the FUTURE GEELONG magazine, and cultivating the idea for a Djilang Advertiser special edition, to celebrate NAIDOC Week 2022, as well as hosting the Aboriginal Cultural Tourism Briefing with key stakeholders in November 2021.
- Ongoing engagement with community organisations and local not-for-profits as part of the Leaders for Geelong program, including specific projects to assist in addressing issues facing the region.

## Key Action Area Highlight

### ACTION AREA 1: Creative and Dynamic Geelong

#### Taking that step further and embracing the role of creativity and design, and living the principles of sustainable growth, is essential for Geelong as a UNESCO City of Design.

The creative industries are repeatedly proving an important piece of the framework to transition from a reliance on heavy industry, and other forms of labour-intensive production. This is the story of the Geelong-city region now, and into the future.

During 2020-21, a local collaboration of creative, cultural and advocacy organisations pushed for the region to be a magnet for the creative industries as the growing sector begins its recovery from pandemic lockdowns. Committee for Geelong CEO, Jennifer Cromarty, was Chair of the steering committee that developed the region's first creative industries strategy - *Making Change*.

Produced by Tony Grybowski & Associates, the five-year strategy aims to spark leadership, inform government, and work with the creative community to build skills, attract investment, and grow the economic and social benefits of the sector.

The *Making Change* strategy was funded primarily by the Victorian Government via Regional Development Australia's Committee Barwon South West, with financial contributions from a unique collaboration of project members including the Committee for Geelong, G21 Geelong Regional Alliance, Geelong Arts Centre,

Geelong Gallery, Creative Geelong Inc, Platform Arts, Back to Back Theatre and Geelong Regional Library Corporation.

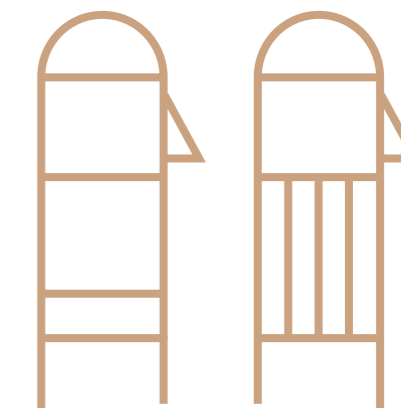
In November 2021, the new taskforce was formed to support implementation, bringing together a range of cultural institutions, advocacy groups, creative sector organisations and community to:

- Activate the existing wealth of current skills;
- Bring this sector to life and prominence;
- Significantly contribute to economic prosperity and community resilience;
- Develop a unique identity for the region (and that unique identity will be a crucial element in enhancing tourism across the region); and
- Fully optimise the potential of the region.

**All over the world, the creative industries sector has been identified as a key opportunity to achieve economic prosperity, community wellbeing, and a creative ecology.**

On 18 November 2021, Member for Geelong, Christine Couzens, officially launched the strategy, which focused on building skills development, community engagement, increased investment, cultural tourism and digital access for the sector.

**The three strategic documents produced were:**



#### • Consultant's Report

A major report that included a review of the creative industries in the G21 Region. It outlines a plan and range of actions that will develop a platform to enable change and new opportunities for the G21 Region.

#### • A Case for Support: Creating the Opportunity for Investing in the Creative Industries across the G21 Region

This Case for Support demonstrates the power of the creative industries and the collective impact that can be achieved when all facets of communities - including businesses and individuals - collaborate on a truly aspirational vision. Enabling a thriving creative industries sector is not just the responsibility of government; the sector can draw together their expertise to deliver this vision of a G21 region that is known and applauded for its thriving creative industries.

#### • Making Change- Creative Industries 5-Year Strategy

The Creative Industries Strategy for the G21 Region provides a framework for a strategic and coordinated approach between the public, private and not-for-profit sectors for the development of the region's Creative Industries. The strategy will inform and guide government and industry priorities, investments, and initiatives to achieve sector development, economic growth and employment, as well as to contribute to the prosperity and liveability of the G21 region. In turn, its success will benefit individual creatives and communities. The Core Principles of the strategy are to be achieved over a five-year timeframe.

# Gateway Cities Alliance

**A collaboration between the Committee for Geelong, Wollongong City Council, City of Greater Geelong and City of Newcastle, the Gateway Cities Alliance consolidated its activities over the year and built on its strong foundations to promote awareness and engage with key stakeholders.**

The Alliance continued to meet regularly between August 2021 and June 2022.

During this financial year, the Alliance undertook a virtual delegation to Canberra in November 2021 to meet with four key Ministers, one Shadow Minister and the three local federal MPs to outline the Alliance's key themes of future of work, supply chain concerns and transport infrastructure. The Alliance also discussed migration issues and population planning opportunities for Gateway Cities.

In December 2021, the Alliance briefed Infrastructure Australia on its objectives and discussed the role the Gateway Cities can play in the overall governmental hierarchy.

In May 2022, the Alliance received a briefing by Infrastructure Australia on their inaugural Regional Strengths and Gaps report, and met with the Department of Infrastructure to discuss the role of the Gateway Cities in the governmental hierarchy.

The Alliance prepared two submissions for federal government consideration regarding the permanent migration program advocating for a substantial increase in skilled migration directed towards Gateway Cities in 2021, and feedback on Infrastructure Australia's Regional Strengths and Gaps report in 2022.

To close off the year, the Alliance members met in person in Newcastle for the first time since the outbreak of the pandemic to review the activities to date and recalibrate the priority themes for the Alliance.

The group discussed the emerging issues post-pandemic and agreed on developing a longer-term two-to-three-year advocacy plan to allow for improved continuity and financial planning. The governance structure of the Alliance was also reviewed and changes discussed, which will be presented to the member councils.

**A feature of Committee for Geelong advocacy was the Gateway Cities Alliance's submission to Infrastructure Australia's inaugural 2022 Regional Strengths and Infrastructure Gaps report. The submission highlighted support for a continuation of the data collection and reporting and the need to recognise Gateway Cities within the Place framework.**



**The Gateway Cities Alliance works together to provide a collaborative and collective approach to ease population pressures on Australia's Gateway cities.**

**The shared and unique characteristics and strategic assets of the cities of Wollongong, Newcastle and Geelong can be deployed to maximise national economic growth, regional resilience and job creation for Australia's long-term settlement strategy.**

**Visit [www.gatewaycitiesalliance.com.au/](http://www.gatewaycitiesalliance.com.au/) for more information about the Alliance.**

# Brand Geelong

**In 2016, the Committee for Geelong released the *Winning from Second: What Geelong Can Learn From International Second Cities* report.**

The research for the report was based on experiences in comparable international cities in Europe and the United States of America, with the intention to guide the transformation of the Geelong economy. One of the supporting recommendations from the research was that Geelong considers developing an effective brand strategy to "encourage pride and investment" and to "drive business and residential attraction".

Fast forward to June 2022, and a new unified place brand for Geelong was launched. Backed by 16 leading local organisations who formed the Vision Partner Group, the brand supports key aspirations of the community-led Clever and Creative 30-year vision for the city-region.

The Committee for Geelong was part of the project group responsible for the strategy and development of the brand, and seeing the *Greater Geelong, Greater Australian Stories* brand narrative come to fruition was a wonderful moment in time. It is strongly linked to the Committee's Strategic Framework Action Area of a Creative and Dynamic Geelong, and additionally, was a great show of strength and collaboration among many stakeholders who came together to design and build the brand to benefit the region.

From its inception, the brand needed to:

- Be recognisable and real to locals;
- Showcase Geelong's bay, beaches and the Barwon;
- Demonstrate the caring community who welcomes new people; and
- Embrace the long and deep history of Wadawurrung Traditional Owners on this land called Djilang.

**The *Greater Geelong, Greater Australian Stories* campaign shared that Geelong is home to over 19,500 businesses, facilitating a \$12.7 billion investment pipeline, and powering over \$1.3 billion in cutting-edge new knowledge-based ventures.**

The establishment of the TAC, followed by WorkSafe and the NDIS, has provided a vital core of public sector employment and generated significant additional economic benefit throughout the region.

In the next months and years, Geelong will see: the Spirit of Tasmania docking at Corio Quay opening up new opportunities in trade for both freight and tourism; the completion of the new Geelong Arts Centre; the design and construction of the Geelong Convention & Exhibition Centre on the waterfront; the completion of GMHBA Stadium to accommodate 40,000 people; and the 2026 Commonwealth Games.

These stories of economic success are now shared through a range of visual and digital assets highlighting Geelong's beauty, vibrancy, opportunity, and creativity.

**Local industries, businesses, and stakeholders have an opportunity to be part of the *Greater Geelong, Greater Australian Stories* campaign with a suite of assets freely available to download via [www.greater-geelong.com.au](http://www.greater-geelong.com.au)**



Image from launch of Brand Geelong by Pam Hutchinson

# The Geelong Collective – Joint Advocacy Success

**In the 2021–22 financial year, the Committee for Geelong continued to deepen relationships with key stakeholders, including ongoing collaboration with five local organisations, to create the Geelong Collective priority list for 2022.**

The Geelong Collective is comprised of City of Greater Geelong, G21 – Geelong Region Alliance, Committee for Geelong, Geelong Chamber of Commerce, Tourism Greater Geelong & The Bellarine, and the Geelong Manufacturing Council.

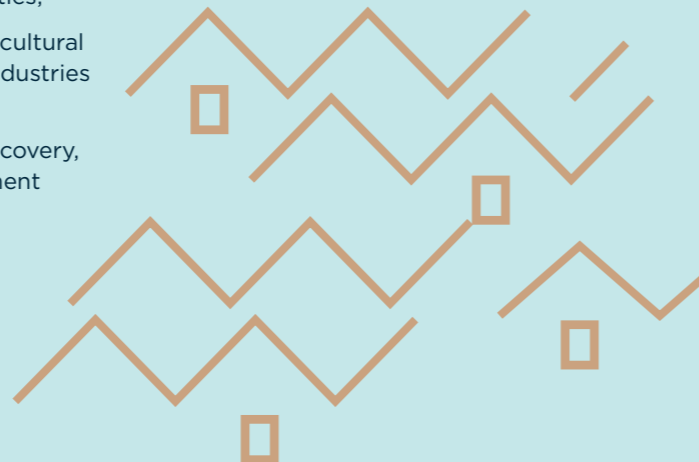
On behalf of the Geelong Collective, the Committee for Geelong wrote to the Prime Minister, Victorian Premier, opposition leaders, and other MPs, to make the case for urgent and substantial co-investment in a number of key projects to revitalise Geelong, and unlock its economic, social and tourism potential.

The priorities include the following:

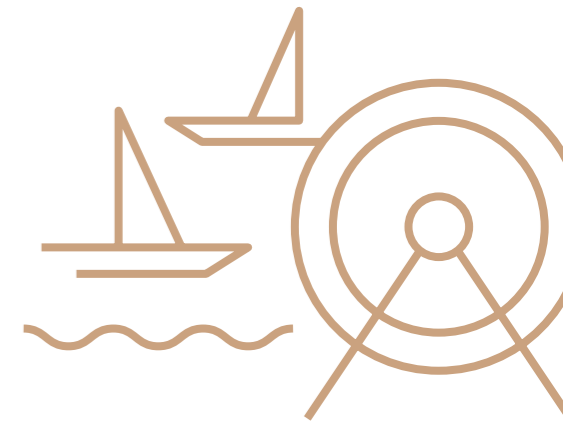
- Improved transport connections;
- Development of Geelong Port and Spirit of Tasmania facilities;
- Funding for Aboriginal cultural tourism, and creative industries projects;
- Support for business recovery, innovation, and investment attraction;

- Acceleration of clean energy, clean tech, and circular economy;
- Measures to address Greater Geelong’s housing crisis; and
- Development of Geelong as a world-class destination for sport and major events.

**The Geelong Collective initiative has been well received by government and is regularly invited to provide policy feedback to government plans and priorities. The group continues to meet regularly to discuss the region’s priorities.**



# Corporate Plus Member Stories



**KPMG are thrilled to join the Committee for Geelong as a Corporate Plus Member. KPMG is a global network of professional services firms providing Audit, Tax and Advisory services.**

In Australia, KPMG has a long tradition of professionalism and integrity, combined with our dynamic approach to advising clients in a digital-driven world. We have approximately 6,700 people, including over 400 partners, with offices around the country.

Our deep expertise has seen us work with renowned companies to help them solve complex challenges, steer change, disrupt sectors and grow. Amid times of economic change, technology advancement and industry disruption, KPMG has the depth of expertise, global reach, clarity of insight and strength of purpose to work shoulder to shoulder with our clients – now and into the future.

KPMG is excited to be establishing a Geelong office to service existing and future Geelong clients. We already have a significant number of staff based in Geelong and look forward to playing a part in the further growth of Geelong and the region.

The Committee for Geelong’s influence, leadership and advocacy for the city has been evident over the past 20 years and is even more important moving forward.

**Geelong’s potential is significant, and we look forward to an ongoing relationship with the Committee for Geelong as we explore and enable the future of Geelong.**



**One of the Committee for Geelong’s great achievements in its 20-plus-year history is attracting major government and corporate businesses to the region. This work has been vital in re-shaping Geelong into the city we see today – one that is very much on the rise.**

The TAC is proud to be playing a role in Geelong’s drive forward, and is grateful for the Committee’s ongoing support in calling Geelong home.

The TAC has been delighted to continue its long-standing membership with the Committee for Geelong in 2021-22, in what has been an unprecedentedly challenging period as we recover from the onset year of the COVID-19 pandemic.

As one of the city’s major employers, the TAC is acutely aware of the rapid growth the Geelong region is experiencing and how that growth brings opportunities for the region to play a key role in ensuring that Victoria continues its strong recovery.

The Committee for Geelong’s advocacy that has led to the region’s growth, and establishment as a hub for public sector and corporate professionals, means agencies like the TAC are continuing to attract the brightest and best minds from all backgrounds.

At the TAC, those great minds (most of whom call the Geelong region home) have had another big 12 months striving to make Victoria the world’s safest place for road travel – all while continuing to show the utmost care for all people who use our roads, and helping our clients get their lives back on track.

**We thank and re-iterate our support for the Committee and its vision that the TAC shares, for a dynamic and creative Geelong.**





# Major Events Report

Each year, the Committee for Geelong provides many occasions for its members to meet and hear from inspiring and revered keynote speakers, interact with community members, and be updated on the work of the Committee for Geelong.

The anticipation of 2021 was met with excitement while entering the Committee for Geelong's 20th year with plans to create an event fit to celebrate two decades of achievements and long-term members.

Despite disruptions in recent years, the 2021-22 financial year included the successful execution of signature events that were well-attended and took place at various venues in Geelong, with the warm hospitality for which the region is known:

## 2020-21 Leaders for Geelong Project Presentation Online Event

**15 Sept 2021**

## Annual General Meeting

**24 Nov 2021**

## 20th Anniversary Celebratory Lunch

**7 Dec 2021**

## 2020-21 Leaders for Geelong Graduation

**16 Dec 2021**

## International Women's Day Breakfast

**8 March 2022**

## 2021-22 Leaders for Geelong Project Presentation Lunch

**18 May 2022**

## 2021-22 Leaders for Geelong Graduation and Annual Leadership Award Dinner

**16 June 2022**

## Corporate Plus and Board Member Lunch

**22 June 2022**

At the 2020-21 Leaders for Geelong Graduation, a compelling keynote address was made by Tracey Slatter, Managing Director Barwon Water. Committee for Geelong Chair, Clive Pugh, presented awards to the graduates and was assisted by Catherine Bell, Leaders for Geelong Program Facilitator. Federal Minister for Indigenous Australians, Ken Wyatt AM, also provided a personal congratulatory video message to the cohort.



Tracey Slatter, Managing Director, Barwon Water



Clive Pugh and Frances Diver



2020-21 Leaders for Geelong Graduates

**There is much to be done to address the scourge of family violence, sexual assault and gender inequity, and being informed and equipped to act is vital.**

As such, it was fitting to invite Respect Victoria's Chair, Associate Professor Kate Fitz-Gibbon, to deliver the keynote at the 2022 International Women's Day breakfast. Held at GMHBA Stadium on 8 March 2022, more than 300 people attended to hear reflections, and suggestions to take action from Assoc. Prof. Fitz-Gibbon and The Sexual Assault & Family Violence Centre CEO Helen Bolton. The event was generously sponsored by GMHBA.

The 2021-22 Leaders for Geelong Project Presentation Lunch was held at The Pier and the proceedings included engaging, inspiring, and passionate presentations from the Leaders for Geelong participants about a community-based project. Each year, this event provides an opportunity for networking and collaboration between community members; the audience walks away with new information and motivation to make a difference in the community.

**On Thursday 18th June 2022, over 180 people attended the graduation of the 2021-22 Leaders for Geelong participants at GMHBA Stadium.**

At the Leadership Award and Graduation Dinner, the Committee for Geelong presented Frances Diver, Barwon Health CEO, with the inaugural Frank Costa Leadership Award for 2021. Ms Diver spoke of her leadership journey as she delivered her keynote speech, detailing her three years with Barwon Health and leadership in crisis.

Graduates Danielle Moore (Barwon Health) and Emy Simsic (Geelong Swimming Club), were awarded the additional honour of Leaders for Geelong Ambassadors for their contributions during the program.



Associate Professor, Kate Fitz-Gibbon

# Submissions, Events and Briefings

## 2021

### July

Submission regarding the Draft Central Geelong Framework Plan: Engage Victoria

Submission to the refresh of the Clever and Creative Vision

Submission regarding Draft Public Street Lighting Policy (with UDIA Submission): City of Greater Geelong January

### August

Submission to the Draft Bellarine Peninsula Statement of Planning Policy

### September

Submission to the Pakington UDF

Submission to the Treasurer regarding Windfall Gains Tax

Submission to the draft Avalon Corridor Study

Submission by Committee for Geelong/UDIA to the Draft Central Geelong Framework Plan Hearing

### October

Submission by Committee for Geelong/UDIA to the CGFP Advisory Committee re Transport Issues

### November

2020-21 Annual Report

2021 FUTURE GEELONG publication

### December

2020-21 Leaders for Geelong Yearbook

## 2022

### January

Clever and Creative Annual Report

### February

Gateway Cities Alliance submission – Regional Strengths and Infrastructure Gaps Report 2022

Gateway Cities Alliance submission – Permanent Migration Program 2022-23

### March

Federal Budget Analysis

### April

Geelong Collective Letters of Geelong Priorities to:  
The Leader of the Opposition Hon. Anthony Albanese MP  
The Leader of the Opposition Hon. Matthew Guy MP  
The Premier Daniel Andrews  
The Prime Minister Hon. Scott Morrison

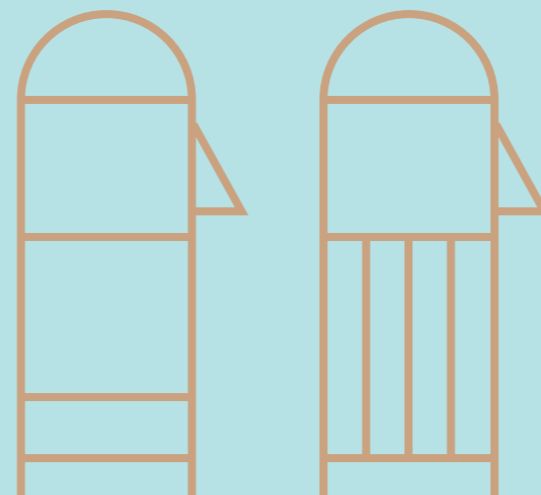
### May

Victorian State Budget Analysis

### June

2021-22 Leaders for Geelong Yearbook

Start date and time	Event Name
8-Jul-2021	Member Only Briefing: Revitalising Central Geelong - Action Plan Update with Jennifer Cromarty, CEO Committee for Geelong
31-Aug-2021	South Geelong to Waurn Ponds Rail Duplication Project with Connie King Delivery Director, Emily Lazzaro, Deputy Director for Communications and Stakeholder Relations, and Emma Steele, Manager for Communications and Stakeholder Relations
9-Sep-2021	Geelong SME Future Forum Online Event with Clive Pugh, Committee for Geelong Chair, Jennifer Cromarty, CEO Committee for Geelong, John Stevens, Chair Tourism Greater Geelong and the Bellarine, Brett Ince, Executive Director Tourism Greater Geelong and the Bellarine, and Ben Flynn, CEO Geelong Chamber of Commerce
15-Sep-2021	Leaders for Geelong Project Presentation Event
1-Oct-2021	Briefing with Minister Martin Pakula, and the Member for Geelong, Christine Couzens MP
3-Nov-2021	Briefing with Minister Martin Pakula, and the Member for Geelong, Christine Couzens MP
16-Nov-2021	The Post COVID Workplace with Wes Self COO at GMHBA, and Shane Quinn Executive Chairman Chair at Quintessential Equity
23-Nov-2021	Aboriginal Cultural Tourism Briefing, with Michael Cook, Aboriginal Partnerships Advisor at Barwon Water, Paul Davis, CEO at Wadawurrung Traditional Owners Aboriginal Corporation, Jodi Heath, District Manager at Parks Vic, Brett Ince, CEO at Tourism Greater Geelong and the Bellarine, and Kate Sullivan, Manager Strategy and Sustainability at Barwon Water
24-Nov-2021	Committee for Geelong 21st Annual General Meeting
7-Dec-2021	Committee for Geelong's 20th Anniversary Celebratory Lunch hosted by Clive Pugh, Committee for Geelong Chair, with keynote speaker, Janet Dore
16-Dec-2021	2020-21 Leaders for Geelong Graduation Dinner, with keynote speaker Tracey Slatter, Managing Director Barwon Water



Start date and time	Event Name
21-Feb-2022	Aboriginal Employment Taskforce Update with Sharelle McGuirk, Senior Project Officer at Department of Families, Fairness and Housing, and Christine Couzens MP, Member for Geelong
8-Mar-2022	2022 International Women's Day Breakfast with Associate Prof. Kate Fitz-Gibbon, Chair, Respect Victoria, and Helen Bolton, CEO, Sexual Assault and Family Violence Centre
9-Mar-2022	Member Only Briefing with Senator the Hon Sarah Henderson, and Liberal Corangamite Candidate Stephanie Asher
15-Mar-2022	Member Only Federal Government Briefing with the Hon Richard Marles MP, and Libby Coker MP
26-Apr-2022	Member Only Briefing: Infrastructure Australia, with Peter Colacino, Chief of Policy and Research Infrastructure Australia
4-May-2022	Member Only Event: Victorian Budget 2022-23 Briefing with the Assistant Treasurer Danny Pearson
18-May-2022	2021-22 Leaders for Geelong Project Presentation Lunch
7-Jun-2022	Future Geelong Project Briefing with Simon Loader, Senior Principal Town Planner, Tract, and Carley Wright Principal Urban Designer, Tract
16-Jun-2022	Leaders for Geelong 2021-22 Graduation and Annual Leadership Award Dinner with Frances Diver, CEO Barwon Health and 2021 Frank Costa Leadership Award Recipient
22-Jun-2022	Committee for Geelong Corporate Plus and Board Member Luncheon



Justin Giddings, Deputy Chair



Julie Hunter, Treasurer

# Future Geelong

**An initiative of the Committee for Geelong, the FUTURE GEELONG magazine was inserted into the Geelong Advertiser on Friday 26 November, 2021, to help commemorate and celebrate 20 years of the Committee for Geelong.**

From historical stories of the Wadawurrung people to Geelong's future as a thriving, global UNESCO Creative City of Design, FUTURE GEELONG showcases Geelong as a community that has rebounded from significant economic shocks, to being one of the fastest growing cities in Australia. The 56-page magazine celebrated the Committee for Geelong's 20-year history, its members who have come along on the journey, milestone achievements, and the broader Geelong city-region community. The key themes were:

**The story of Djilang:** Wadawurrung Traditional Owners determined to see their cultural authority in caring for Country used as a basis for ongoing management.

**The changing face of Geelong:** What a massive population influx means for the region and what the Committee is doing to prepare for tremendous growth.

**Shaping our city:** From the magnificent domed library to the striking new arts centre, how Geelong is being reinvigorated.

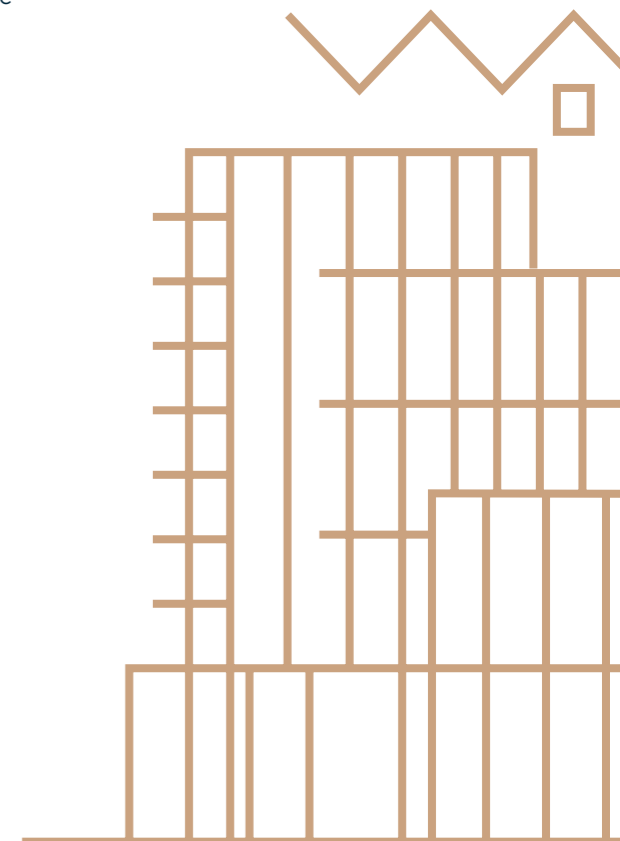
**From Guggenheim to City of Design:** The role of creativity and innovation in designing Geelong's best future.

**Re-framing our identity:** Developing a new story for the region and branding Greater Geelong as an enviable destination to live, work, invest, study and play.

**Powering our future:** Geelong's journey from refineries to renewables in the energy sector.

The publication reached 27,000 readers and received a very positive response. The Committee thanks all of the members who generously contributed content and advertising, and thank local Members of Parliament who also contributed to the publication. It's a record of the Committee for Geelong's achievements as well as setting the tone for what the Committee hopes to see in the future. Special thanks to Elise Potter, the former Editor of the Geelong Advertiser, and her team for helping pull it all together. Thank you to the CEO of the Geelong Arts Centre, Joel McGuinness, for working alongside to help launch the new incredible design for the Arts Centre re-development.

**“The Committee is reminded to bring the ideas of the world to Geelong and advocate for economic and social prosperity for the region.”**



# Leadership Portfolio



**Celebrating its 17th year, the Leadership Portfolio has continued to provide exceptional opportunities for growth, contribution, and connection to two outstanding groups of participants during the 2021-22 financial year.**

In 2022, the Committee for Geelong launched a refreshed and modernised Leaders for Geelong program which has been updated to meet the needs of the modern adult learner. Using a blended learning approach, participants engage in a range of workshops, online seminars, interactive “offsite” days around the region, as well as participating in a hands-on community project over a compacted 12-month program.

Guided by newly identified four pillars of learning and experience - Living Leadership, Industry, Community and Connection - the program provides a unique opportunity for participants to engage with each of these pillars in a variety of ways.

New, personalised additions to the program include Personal Learning Plans, which map out each participants’ individual learning targets for the year, and “Lunch and Learn” Masterclasses. Masterclasses are held online each month with expert guest speakers, providing a chance for participants to take a break in their working day and come together for targeted learning and Q&A around contemporary leadership topics.

Through the Masterclasses and Alumni Mentoring program, participants have enhanced opportunities to connect with Leaders for Geelong esteemed Alumni and receive additional tailored support to help them achieve their learning goals.



Deeann Copley, Clive Pugh

**As part of the 2021-22 Leaders for Geelong cohort that commenced their program in the previous financial year, six project teams demonstrated remarkable capacity and adaptability in switching between the modes of learning and experiential opportunities.**

Fortunately, the Victorian emergence from lockdowns and restrictions saw the group able to hold several significant in-person sessions including the opportunity to visit Canberra, as well as occasions to showcase their community-project findings and graduate at well-attended and enjoyable live events.

Hosted by the Committee for Geelong CEO, Jennifer Cromarty, the Canberra visit to Parliament House in March 2022 was a highlight for the group. A mix of educational visits to various sites around the Capital, in addition to meetings and discussions with Members of Federal Parliament including Peter Khalil MP, Adam Bandt MP, Richard Marles MP, Libby Coker MP, and Senator Sarah Henderson, provided further opportunities for personal leadership learnings.

The Leadership Portfolio gives thanks to the offices of Richard Marles MP, and Senator Sarah Henderson for their support and advice in making the trip such a success, as well as the Leaders for Geelong participants who stepped up into on the ground coordination roles.

*“So many key learnings! Main one is to be genuine, and true to yourself as a leader. Establish your values.”*

-Kieran Keane, Beyond Blue



Daniel Fullerton and Kim Rowe, 2021-22 Graduate



2022 Leaders for Geelong Online Opening Residential

## 2021-22 Community Projects

The 2021-22 Leaders for Geelong community-based project teams worked closely with their Project Champions and Alumni Mentors on five important projects, learning project management skills, stakeholder engagement, as well as developing frameworks and implementation strategies.

- VACCINE HESITANCY IN PARENTS:**  
 To undertake research through a community poll, cross referenced with publicly available data, and develop recommendations to address vaccine hesitancy in parents of children aged 5-11 in the Barwon region.
- MENTALLY HEALTHY SPORTING CLUBS FRAMEWORK:** To develop a robust and agile framework that can be integrated into sporting clubs and wider community to enhance a community's wellbeing. This project provided the clubs a 'best practice' model in supporting their members and players mental health and wellbeing.
- A ROADMAP TO ZERO CARBON FOR GEELONG:**  
 To undertake research and develop a communications plan to educate the community about the benefits of a fast and fair transition to a net zero circular economy and develop a roadmap for Geelong to become a Zero Carbon Community by 2040.
- WORK SPACE SAFE SPACE:**  
 To create and deliver a set of tools, including a promotional video, to support small to medium businesses in developing psychologically safe workplaces using the WorkCareFactor website.
- HOW DO YOU ENGAGE?:**  
 To identify three roadmaps to support and assist the delivery of the Creative Geelong 2021-22 Strategic Plan, designed at reinvigorating opportunities for the grassroots not-for-profit organisation.

You can read the final project reports, and reports from previous years, on the Committee for Geelong's website: <https://committeeforgeelong.com.au/leaders-projects/>

Executive Summaries of each of the community projects and reflections on the participant's program experience can be found in the 2021-22 Leaders for Geelong Yearbook.

*"The educational aspects were excellent and well-managed when either face to face or as required virtual due to state lock downs and WFH requirements for COVID, these were well run and built the skills for the program project delivery and for us as individuals in our workplace and community."*

-Kim Rowe, NDIA



## 2022 Leaders for Geelong Program

The Leadership Portfolio received a diverse range of applications for the 2022 Leaders for Geelong program, which resulted in 30 of Geelong's talented emerging leaders participating in the updated program.

Commencing in January 2022, an Online Opening Residential took place, which featured the opportunity to listen to many inspiring speakers:

- Aunty Mary Shuttleworth**, Wadawurrung Elder, Wadawurrung Traditional Owners Aboriginal Corporation
- Justin Giddings**, Chief Executive Officer, AMDA
- Damien O'Malley**, Director and Senior Consultant, OMC Group
- Clive Pugh**, Chair, Committee for Geelong
- Jennifer Cromarty**, Chief Executive Officer, Committee for Geelong
- Rebecca Bartel**, Senior Commercial & Strategic Partnerships - Government & Industry, Deakin University
- Professor Iain Martin**, Vice Chancellor, Deakin University & Chair, Barwon Regional Partnership

- Tracy Carter**, Deputy Executive Director / Marketing & Communications Manager, Tourism Greater Geelong and the Bellarine
- Kerri Erler**, Director Regional Operations - Barwon South West Region, Regional Development Victoria
- Robyn Stevens**, Director Community Life, City of Greater Geelong
- Jennifer Conley**, Chief Executive Officer, Geelong Manufacturing Council

The Leadership Portfolio is grateful for the ongoing funding and support from the Victorian Government through Regional Development Victoria, which is vital to the ongoing success of the Leadership Portfolio.

The Leadership Portfolio is grateful for:

**Major Partners:**

PortsVic  
WorkSafe

**and Partner:**

Kane Constructions;

**2022 Scholarship & Grant Providers**

Hugh Williamson Foundation; CFA; Agriculture Victoria; and the Committee for Geelong for providing a scholarship for an Aboriginal/Torres Strait Islander participant.

GMHBA's support of the Committee for Geelong International Women's Day Breakfast, ensures that proceeds go toward supporting a scholarship for a young woman.

The portfolio acknowledges the ongoing interest and support of Committee for Geelong members, partners and key stakeholders who contribute so much to the ongoing success of the program. These contributions, both financial and in-kind, ensure that the Committee for Geelong leadership programs continue to build and develop leadership capacity in the Geelong region.

The Leadership Portfolio looks ahead in anticipation of the 2022 Leaders for Geelong community-based project work, their findings, and presentations.



**Catherine Bell**  
Leadership Portfolio Facilitator



**Karen MacAdie**  
Leadership Portfolio Coordinator

# Board and Committees

## Board Directors

Clive Pugh	Chair
Justin Giddings	Deputy Chair
Julie Hunter	Treasurer
Kirsten Kilpatrick	(resigned November 2021)
Matthew Dickens	(resigned November 2021)
Joanne Murdoch	(resigned November 2021)
Rebecca Bartel	(endorsed February 2022)
Anne O'Loughlin	(endorsed February 2022)
Richard Hill	(endorsed February 2022)
Jennifer Cromarty	Company Secretary

## Strategy & Policy

### Committee Members - Corporate Plus

Matt Vagg	GMHBA Ltd
Richard Bisinella	L Bisinella Developments
Nicole Glazebrook	National Disability Insurance Agency
Natalie McColl	Transport Accident Commission
Peter Mannion	Ports Victoria
Ashley Clearihan	WorkSafe Victoria

## Strategy & Policy

### Committee Members - Corporate

Justin Giddings	Avalon Airport Australia Pty Ltd
Anna Burgess	Barwon Health
Brendan Windmeyer	Barwon Water
Gareth Smith	City of Greater Geelong
Jennifer Cromarty	Committee for Geelong
Anne O'Loughlin	Coulter Legal
Rebecca Bartel	Deakin University

## Strategy & Policy

### Committee Members - Corporate

Joel McGuinness	Geelong Arts Centre
Simon Kelleher	Geelong Football Club Limited
Richard Hill	GHD
Paul Gray	Harwood Andrews
Leigh Harry	LBW Business + Wealth Advisors
Dan Simmonds	Mast Lawyers
Andrew Jones	Neu21
Julie Hunter	Huntercorp Investments
Joe Ormeno	The Gordon TAFE
Brett Ince	Tourism Greater Geelong and the Bellarine
Simon Loader	Tract Consultants Pty Ltd
Nat Anson	Urbis Pty Ltd
Clive Pugh	Winchester Australia Limited

## Community

Bill Mithen	Give Where You Live
Paul Davis	Wadawurrung Traditional Owners Aboriginal Corporation

## Leaders for Geelong Alumni

Emma Connan	Deakin University (2021-2022)
Susan Ang	Deakin University (2022-2023)

## Finance and Risk Management Sub-Committee

Name	Organisation	Dates applicable to 2021-22
Jennifer Cromarty	Committee for Geelong	Full term
Julie-Ann Forsyth	Committee for Geelong	Full term
Maz Hachem	GMHBA	Commenced 18 March 2022
Julie Hunter	Huntercorp Investments Pty Ltd	Sub-Committee Chair - Full term
Leigh Harry	LBW Business + Wealth Advisors	Full term
Ian Clydesdale	Ports Victoria	Resigned 12th January 2022
Clive Pugh	Winchester Australia Limited	Full term

# Members List

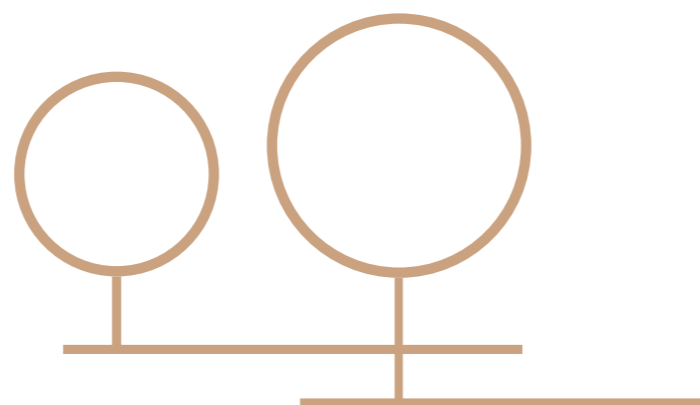
## Corporate Plus

GMHBA Ltd  
KPMG  
L Bisinella Developments Pty Ltd  
National Disability Insurance Agency (NDIA)  
Ports Victoria  
Transport Accident Commission  
Worksafe Victoria

## Corporate

Alcoa of Australia Limited  
AMDA Foundation Limited  
Anseed Pty Ltd  
Arthur St Digital  
Avalon Airport Australia Pty Ltd  
Barwon Health  
Barwon Water  
Bendigo & Adelaide Bank Ltd  
Boral Cement North Shore  
Built  
Cardno  
City of Greater Geelong  
Commonwealth Bank of Australia  
Corio Waste Management Pty Ltd  
Costa Asset Services Pty Ltd  
Coulter Legal  
CSIRO  
Cunningham Pier Pty Ltd  
Curlewis Golf Club  
Davinski Nominees Pty Ltd  
Deakin University  
Direct Recruitment Pty Ltd  
Epworth Health Care  
Executive Travel Management

Fagg's Geelong Pty Ltd  
Fluid Group Pty Ltd  
Flying Brick Cider House  
Geelong Advertiser  
Geelong Arts Centre  
Geelong Broadcasters K Rock  
Geelong Chamber of Commerce  
Geelong Football Club Limited  
Geelong Gallery  
Geelong Grammar  
GeelongPort  
genU  
Gforce Employment Solutions  
GHD Pty Ltd  
Graincorp Operations Ltd  
Greg Bryant  
Hamlan Homes  
Harwood Andrews  
Herron Todd White (Vic/Tas) Pty Ltd  
Incitec Pivot Ltd  
Jack Rabbit  
JK Personnel  
Kane Construction Pty Ltd  
Kardinia International College



## Corporate (continued)

Kardinia Park Stadium Trust  
LBDG Developer Pty Ltd  
LBW Business + Wealth Advisors  
Leura Park Estate  
LiveTiles R and D Pty Ltd  
MAB Corporation Pty Ltd  
Management Governance Australia Pty Ltd  
Mast Lawyers  
Moore Australia  
NBN Co  
Neu21  
Novotel Geelong  
Paul Kelly Creative  
Port Phillip Ferries  
Premier Strategy  
Quintessential Asset Services Pty Ltd  
Ramsey Property Group  
Ratio  
Royal Geelong Yacht Club  
Sacred Heart College  
SC Technology Group  
Spiire Australia  
St John of God Health Care  
St Quentin Consulting Pty Ltd  
Surf Coast Shire  
Techne Development Pty Ltd  
Telstra  
The Gordon TAFE  
Tourism Greater Geelong and the Bellarine  
Tract Consultants Pty Ltd  
TREC Group Pty Ltd  
Truffleduck Pty Ltd  
Urbis Pty Ltd  
Villawood Properties  
Viva Energy Australia  
West Carr & Harvey

Western Victoria Primary Health Network  
Westpac Banking Corporation  
Winchester Australia Limited  
WT Partnership Australia

## Community

Active Geelong Limited  
Advanced Fibre Cluster Geelong  
AFL Barwon  
Anam Cara House Geelong  
Back to Back Theatre  
Barwon Health Foundation  
BATForce  
Bethany Community Support  
Creative Geelong  
Diversitat  
Encompass Community Services Inc  
Entrepreneurs Geelong Inc  
G21 Geelong Region Alliance  
Geelong Community Foundation  
Geelong Connected Communities  
Geelong LLEN  
Geelong P-TECH  
Geelong Sustainability  
Give Where You Live Foundation  
Leisure Networks  
Lifeline Geelong & South West Victoria  
Northern Futures  
Northern Geelong Rental Housing Co-operative Ltd  
Runway HQ Limited  
The SAFV Centre  
Urban Development Institute of Australia (UDIA)  
VECCI  
Victoria Police  
Wadawurrung Traditional Owners Aboriginal Corporation  
Wathaurong Aboriginal Cooperative

# 2021-22 Financials

## Balance Sheet – As at 30 June 2022

	2022 \$	2021 \$
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	494,660	1,029,437
Trade and other receivables	91,802	43,253
<b>TOTAL CURRENT ASSETS</b>	<b>586,462</b>	<b>1,072,690</b>
<b>NON CURRENT ASSETS</b>		
Fixed Assets	3,200	3,200
Intangible Assets	-	10,111
Investments	181,893	-
<b>TOTAL NON CURRENT ASSETS</b>	<b>185,093</b>	<b>13,311</b>
<b>TOTAL ASSETS</b>	<b>771,555</b>	<b>1,086,001</b>
<b>LIABILITIES</b>		
<b>CURRENT LIABILITIES</b>		
Trade and other payables	50,066	138,552
Revenue in advance	106,326	153,617
Provisions	14,157	27,653
Lease liability	-	14,517
<b>TOTAL CURRENT LIABILITIES</b>	<b>170,549</b>	<b>334,339</b>
<b>NON CURRENT LIABILITIES</b>		
Provisions	9,375	12,173
Lease liability	-	-
<b>TOTAL NON CURRENT LIABILITIES</b>	<b>9,375</b>	<b>12,173</b>
<b>TOTAL LIABILITIES</b>	<b>179,924</b>	<b>346,512</b>
<b>NET ASSETS</b>	<b>591,631</b>	<b>739,489</b>
<b>MEMBERS FUNDS</b>		
Retained Earnings	581,221	739,489
<b>TOTAL MEMBERS FUNDS</b>	<b>581,221</b>	<b>739,489</b>

## Income Statement – For the year ended 30 June 2022

	2022 \$	2021 \$
<b>INCOME</b>		
Government Grant	143,500	166,667
Interest Received	3,133	4,447
Subscriptions	428,855	439,075
Leaders Program Income	237,797	232,410
Other Income	121,721	221,706
	<b>935,006</b>	<b>1,064,305</b>
<b>EXPENDITURE</b>		
Employee Expenses	610,110	543,860
Operating Expenses	326,339	282,066
Leadership Program Expenses	156,825	169,957
	<b>1,093,274</b>	<b>995,883</b>
<b>Surplus for the year</b>	<b>(158,268)</b>	<b>68,422</b>
Retained earnings at the beginning of the financial year	739,489	671,067
Retained earnings at the end of the financial year	581,221	739,489





## Independent Auditor's Report To the Members of Committee for Geelong Limited

### Opinion

We have audited the financial report of Committee for Geelong Limited (the Company), which comprises the statement of financial position as at 30 June 2022, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the Directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company's financial position as at 30 June 2022 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and the *Corporations Regulations 2001*.

### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of Management and the Directors for the Financial Report

The Directors of the Company are responsible for the preparation of the financial report and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the needs of the members and the *Corporations Act 2001* and for such internal control as the Directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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*The title 'Partner' conveys that the person is a senior member within their respective division, and is among the group of persons who hold an equity interest (shareholder) in its parent entity, Findex Group Limited. The only professional service offering which is conducted by a partnership is the Crowe Australasia external audit division. All other professional services offered by Findex Group Limited are conducted by a privately owned organisation and/or its subsidiaries.*

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In preparing the financial report, the Directors are responsible for assessing the ability of the Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The Directors' are responsible for overseeing the Company's financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.
- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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We communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during the audit.

*Crowe Audit Australia*

**CROWE AUDIT AUSTRALIA**

*C. Gravenall*

**CASSANDRA GRAVENALL**  
Partner

Dated at Geelong this 27<sup>th</sup> day of October 2022



# Thankyou

**A special thank you to the  
Committee for Geelong 2021-22  
Corporate Plus Members**





Committee for Geelong Ltd

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